

	Steering Committee	Initial Implementation Team	Business Improvement Team	Planning & Coordination Team
Background	<p>On October 22, 1996 at Denver, Colorado, the DOE HR PeopleSoft Implementation Workgroup accepted a proposal for the following organizational structure to begin the planning for full implementation of PeopleSoft HR throughout DOE:</p> <p>Initial Implementation Team (IIT) Business Improvement Team (BIT) Planning & Coordination Team (P&CT)</p> <p>There was a recognized need for a corporate HR information system, rather than a “headquarters” system; a need to replace PAY/PERS processing; and a need for a decision-making and policy determination group to oversee this process.</p> <p>The Office of Human Resources (HR) Strategic Information Management (SIM) initiative established the “Concept of Operations for Human Resources.” A key vision of this Concept of Operations is the implementation of a corporate technology infrastructure to support the Department’s HR missions. The PeopleSoft software is the core of this technology infrastructure.</p>	<p>The IIT was formed for the purpose of overseeing the implementation of the PeopleSoft software at all sites DOE-wide, with the goal of ensuring that all DOE sites are processing personnel actions in PeopleSoft by June, 1998. The successful implementation of this software within the framework of a supporting communications/operational infrastructure is essential to the realization of the Concept of Operations.</p>	<p>Recognizing the criticality of human resources program re-engineering to the long range success and future of the DOE Corporate Human Resource Information System (CHRIS), the BIT was formed for the purpose of placing re-engineering and business improvement efforts at the forefront of DOE’s strategy for implementation. It was also recognized that, as the sole focus of the CHRIS IIT is to ensure each site’s capability for personnel action processing, a parallel effort is needed to identify and prioritize future functionality of CHRIS based on DOE business needs. Finally, the BIT will work with the IIT in support of CHRIS implementation goals and schedules to ensure an appropriate balance between business needs and system requirements in the start-up effort.</p>	<p>The P&C Team was formed to provide a parallel effort for coordinating CHRIS project activities and resources. This team will work in concert with the IIT to bring up Phase I of CHRIS as well as enhancing the planning and development activities of the Business Improvement Team.</p>

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Boundaries	<p>The Steering Committee is bound by:</p> <ul style="list-style-type: none"> • Processing in new system of all personnel actions no later than Spring 1998 (Absolute Latest). • Dual processing in PeopleSoft and PAY/PERS. Data will be entered in both systems in parallel operation during implementation phase and through conversion to new service provider system. • Local Sites/Offices must bear additional costs for communications and desktop hardware. • Historical data will not initially be available in new system (must work closely with Office of Organization and Management team working on data warehousing issue). • Interface with a cross service provider. (This issue must work closely with Cross-Servicing Team). • PeopleSoft HR is a user-owned and operated management information system following a corporate configuration. • Multiple servers will not be used during initial implementation. Multiple servers use will be revisited at such time as appropriate. (i.e., central site will be Morgantown during initial implementation phase). • Teams must be given the resources to implement, operate, and manage the project. • Responsible for standardized implementation and configuration 	<p>The IIT will be bound by:</p> <ul style="list-style-type: none"> • Initial data load will occur at Morgantown. • PeopleSoft will be the corporate information management system for processing personnel actions. • The implementation environment will be a PeopleSoft certified environment. • The initial implementation of the PeopleSoft software must be completed by March 31, 1998. 	<p>The Business Improvement Team is bound by:</p> <ul style="list-style-type: none"> • Predetermined dates established by other CHRIS teams. • Phase out of the PAY/PERS system by June 1998. • Phase in of PeopleSoft to assure processing of all personnel actions by March 1998. • Local site implementation schedules to be established. • Interfacing CHRIS to cross-servicing provider by June 1998. • Budget constraints and cycles. • Procurement time frames. • PeopleSoft constraints. 	<p>The Planning and Coordination Team is bound by:</p> <ul style="list-style-type: none"> • Predetermined dates established by other CHRIS teams. • Phase out of the PAY/PERS system by June 1998. • Phase in of PeopleSoft to assure processing of all personnel actions by March 1998. • Interfacing CHRIS to cross-servicing provider by June 1998. • Budget constraints and cycles. • PeopleSoft constraints.

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Mission/Purpose	<p>The Steering Committee serves as the decision making body for the implementation and operation of the corporate PeopleSoft HR system, and is responsible for the implementation of the business management processes as defined in the SIM. The Committee will team with all DOE elements (including FERC & PMAs) and partners to manage and integrate PeopleSoft HR as a corporate DOE information system.</p>	<p>The IIT is chartered to ensure implementation of the PeopleSoft software as a corporate system for processing all personnel actions by all servicing personnel offices. The success measure for this team is that by March 31, 1998, all servicing personnel offices will be processing all personnel actions in the PeopleSoft software.</p>	<p>The mission of the BIT is to develop and implement a corporate re-engineering strategy for the Department’s HR function and to utilize the results of this effort to guide the functionality of CHRIS. This strategy will:</p> <ul style="list-style-type: none"> • Identify any short-term business needs required to assist the CHRIS IIT in its goal of processing all personnel actions. • Staff any functional changes required to support personnel action processing in CHRIS, i.e., position versus employee driven system. • Define functional requirements of the corporate system while ensuring that system modifications or changes are adopted in a corporate fashion with an emphasis on a “vanilla” system. • Staff requests for system modifications for the CHRIS Customization Control Board by coordinating with PeopleSoft and the PeopleSoft Federal User’s Group. • Facilitate any necessary changes in DOE policy/program development with the HR community and other stakeholders. • Identify and prioritize human resource programs and systems for re-engineering based on current functional needs. Guide the expanded functionality of CHRIS 	<p>The mission of the P&CT is to establish the feasibility of future migration to a totally paperless process and to coordinate, monitor, and track the implementation of CHRIS, ensure it is implemented on time, within budget, and meets DOE requirements.</p> <p>In addition, it will provide a corporate information architecture for CHRIS and develop an appropriate system configuration while ensuring interfaces are established between CHRIS and the cross-servicing provider.</p>

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Goals	<p>HR modules of PeopleSoft up and running with all DOE personnel information, and in all DOE elements by June 1998.</p> <ul style="list-style-type: none"> Maintain oversight, direction and coordination amongst all PeopleSoft HR implementation and operation activities. Outline, develop, and implement a cost tracking system for assimilating dollars, FTE, and resources expended for the implementation of PeopleSoft HR. Establish decision making process. Identify staffing resource requirements and competency maintenance (training, conferencing, etc.). Establish liaison with other DOE initiatives looking at DOE corporate information systems (i.e., financial system replacement). Maintain liaison with other government agencies who are also employing PeopleSoft. Review and approve marketing plans. Monitor the implementation and operation process. Develop and manage the change control process. Foster and promote consensus in DOE for the use of PeopleSoft HR. Ensure the implementation of interfaces to other DOE information systems 	<p>Define Corporate Data Standards</p> <ul style="list-style-type: none"> Define data elements; business rules; and processes to be managed within the PeopleSoft framework. This is a prerequisite to, and part of data mapping. Richland data standards/models will be used as a baseline. Submit corporate data standards recommendations to sites and stakeholders. Develop corporate process for pay/pers data cleanup. <p>Develop technical infrastructure requirements</p> <ul style="list-style-type: none"> Communications/connectivity requirements. Desktop hardware/software minimum requirements. Disaster recovery/security plans. Assess capability of sites to conform to infrastructure requirements. Facilitate resolution of infrastructure problems. Sites identify funding requirements for complying with infrastructure requirements. <p>System design and development</p> <ul style="list-style-type: none"> Remote user time out. Research PeopleSoft ASII capability. Demo system for sites. 	<p>Identify and Meet Customer Needs/Expectations</p> <ul style="list-style-type: none"> Develop marketing/outreach plan. Design an Executive overview (multi-media presentation and targeted PS demonstration). Test the player list (verify if complete). Address important issues for each player. Develop a strategy that supports each of the players. Develop appropriate time line to market/advertise. Prioritize who to market to first. Determine marketing media (e.g., memo newsletters, electronic mail, WWW Home Page, etc.). Develop partnerships with customers and stakeholders. 	<p>Budget and funding strategy</p> <ul style="list-style-type: none"> Develop a budget, identifying related elements and timeframes. Prioritize budgetary elements. Identify additional investments that each player must take. Identify who “owns” the budget. Develop funding options (each per capita assessment for investors, users, or both). Provide budget estimates and timeframes to management for submission for budget calls and/or budget re-programming. <p>Resource planning and tracking</p> <ul style="list-style-type: none"> People Costs Procurements <p>Planning/coordinating the development of documentation for CHRIS</p> <ul style="list-style-type: none"> finalize and update the CHRIS project plan and ensure it is readily available. <p>Collaboration efforts</p> <ul style="list-style-type: none"> With O&M on development and implementation of interface. With IM on networking plan.

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Goals (continued)		<p>Ensure development of site implementation plans</p> <ul style="list-style-type: none"> • Address site approach to dual processing; data validation; conversion; etc. • Develop “strawperson” implementation plan to be used by sites to develop site implementation plans. • Provide lessons learned and points of contact for technical knowledge base. <p>Develop implementation schedule</p> <ul style="list-style-type: none"> • Develop initial implementation schedule utilizing sites’ assessment of readiness. The schedule is dependent on the initial system installation and availability of the infrastructure requirements. <p>Develop task assignments to ensure success of the team</p> <p>Develop/recommend training plan</p> <ul style="list-style-type: none"> • Just-in-time training • Use of contractor training • Local development of user training and processing guide. <p>Develop core of experts to assist in site implementation</p> <ul style="list-style-type: none"> • Supports data cleanup; training. 	<p>Corporate System Residence (NOTE: Reporting may be done away from central site)</p> <ul style="list-style-type: none"> • Determine where corporate system should reside. • Identify responsibilities of central site <ul style="list-style-type: none"> * Staffing (numbers, expertise - HR & IM) * Reporting (e.g. compiling data, providing reports) <ul style="list-style-type: none"> - Internal DOE - External (OPM, Congress, OMB, etc.) * Establish short- and long-term time lines * Logistics (maintenance, updates, software deployment, access to other sites) • Assess which offices can meet responsibilities. • Recommend options to Steering Committee for corporate system location (e.g., each HR staff could own their data while actual operations are located at another site). <p>Expanded functionality</p> <ul style="list-style-type: none"> • Design and administer a HR survey of existing and on-going re-engineering efforts. • Identify HR functions and then other functions to add (e.g., performance appraisal tracking, staffing, training, all other 	

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Goals (continued)			<div>that come with the PeopleSoft package).</div> <div> <ul style="list-style-type: none"> Establish requirements for migrating to a totally “paperless” process. <ul style="list-style-type: none"> *Establish short- and long-term time lines *Develop schedule to bring organizations on-line (allocate resources, schedule training). Determine feasibility of individual sites taking lead on adding expanded function (corporately) and implement, if practical. <ul style="list-style-type: none"> *Explore techniques to deploy/share information with others. *Leverage Department’s talent pool by developing different expanded functions at different sites concurrently. Coordinate with Steering Committee <ul style="list-style-type: none"> *Make sure communications lines are open *Coordinate with organizations to come on-line next, based on guidelines created by IIT. <ul style="list-style-type: none"> -Funding considerations -Resource/skill availability Develop an on-going process for the approval, denial, and/or prioritization of DOE system customizations. </div>

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Goals (continued)			<div>Corporate Architecture/System Configuration Development</div> <ul style="list-style-type: none">Develop long-term corporate architecture and system configuration for CHRIS.Analyze networking infrastructure requirements for “single central server concept” versus “central server with regional servers concept”.Perform comparison of expected performance versus alternative configuraiton models (benchmarking).<ul style="list-style-type: none">*Cost Consierations*Technological considerations*Budget considerationsCoordinate “model” recommendations/requiremetns for each site.Educate community regarding system architecture/configuration.Make reocmmendations and obtain approval of Steering Committee.		

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Goals (continued)				<div>Interfaces Development (Top Priority)</div> <ul style="list-style-type: none">Develop interface between CHRIS and Cross-Servicing Provider<ul style="list-style-type: none">Coordinate with Organization Management, Department of Interior, PeopleSoft, IIT, and other teams, as required.Ensure transmittal of personnel data to accommodate Departmental payroll function.Develop alternatives in case interface plans fail/fall through.Develop interface between CHRIS and PAY/PERS System.<ul style="list-style-type: none">Coordinate with Organization & Management, PeopleSoft, IIT, and other teams, as required.Eliminate requirement for dual entry (in PeopleSoft & PAY/PERS).Ensure access to historical data and data warehousing.	

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Team Members and Leadership	<p>The standing Steering Committee membership will be made up of representatives from various DOE facilities using the corporate PeopleSoft HR system. Membership will be for a period of one-year, which can be extended. Leadership will be determined by the standing committee. When needed sub-teams may be established, which may include additional Non-steering Committee members as chartered by the standing Steering Committee membership.</p> <p>The Steering Committee will have a maximum of 13 persons, comprised of:</p> <ul style="list-style-type: none">• 2 - HR HQ (Policy & Operations Groups)• 1 - IM HQ• 1 - FERC, PMA, IG• 5 - Field sites (include FETC, Operations Office)• 1 - CFO• 2 - HQ Programs (i.e., ER, DP, EM, etc.)• 1 - IM Central Server Owner• 1 - HR Central Server Owner <p>This Team requires some level of continuity with past project efforts (SIM, etc.), a mix of HR/IM personnel, a high level of commitment from home organization, and active participation. Team membership is to be on a rotating basis for one-year period. Initial group empaneled till June 1998, then start rotation, with half replacement, and the remaining for another 6-months.</p> <p>Team leader chosen by team membership, with the possibility of Woody Hall and Tim Dirks offering suggestions on selection criteria.</p>	<p>The IIT will be made up of various representatives from various DOE facilities. The Team will be comprised of:</p> <ul style="list-style-type: none">• Team Leader• HR Representation• IM Representation• Adjunct team members - corporate support - 2, PeopleSoft consultant - as necessary• Contracting Officers Representative - Norman Howton <p>Team members must be committed to the overall project as a priority. Full-time commitment will be required for some task assignments.</p>	<p>The BIT will be comprised of Department-wide representation with expertise in the areas of:</p> <ul style="list-style-type: none">• HR• IM• Process re-engineering <p>The Team will require:</p> <ul style="list-style-type: none">• 25% time commitment from all team members.• Commitment to the overall project s a priority. <p>The Team Leader will be recommended by the Steering Committee and will be full-time dedicated resource .</p>	<p>The Planning and Coordination Team is comprised of representation with experience and expertise in the areas of:</p> <ul style="list-style-type: none">• systems project management• Federal financial management• resource planning• cost analysis• Human Resources management expertise• Adjunct members - Chairs from the other CHRIS teams <p>The Planning and Coordination Team will require five (5) active and committed participants at any one time. Members will serve on a part-time, permanent basis for a period of at least one year, with 25% rotation each quarter. Members should have strong skills in the subject areas listed above.</p> <p>The Team Leader will be chosen by Team members or appointed by management.</p>

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Team Logistics	<ul style="list-style-type: none">Initially, minimum of four quarterly meetings at sites to be determined.First meeting to be no later than December 1, 1996, in Morgantown.Teleconferencing, conference calling, etc, will be employed where feasible. Additional meetings to be arranged as needed.All group meetings are open to DOE Feds and contractors only.	<ul style="list-style-type: none">Quarterly meetings will be held jointly with the BIT Team.Conference calls will be held quarterly, more often as needed.Travel funds will be the responsibility of the local offices.	<ul style="list-style-type: none">Quarterly meetings will be held jointly with the IIT Team.Conference calls will be held as needed.Travel funds will be the responsibility of the local offices.	<ul style="list-style-type: none">Routine project status meetings will be held on a bi-weekly basis via video-teleconference or tele-conference.Face-to-face team meetings will be scheduled as appropriate.The project schedule must be updated on a bi-weekly basis prior to the project status meetings.The schedule file will be made available on the Internet. Exact method T.B.D.
Team Authority, Reporting Relationships, & Accountability	<p>The Steering Committee reports solely to the Executive Board. The Steering Committee will be empowered to make all corporate policy decisions with regard to CHRIS dealing with implementation and operations, as well as any other needed decisions referred to it by the teams. The Committee will act as the sole point of authorizing system administrators to make configuration, customization, and operations changes.</p>	<p>The IIT reports directly to the Steering Committee via the CHRIS Project Manager. The IIT will be empowered to:</p> <ul style="list-style-type: none">Provide project management supportAssure IIT tasks are included in corporate project plan and action scheduleDevelop site implementation sequenceDevelop and assign tasksAssess progressReport to Steering CommitteeCoordinate with other teams	<p>The BIT reports directly to the Steering Committee via the CHRIS Project Manager. The BIT will be empowered to make decisions affecting the CHRIS project except those matters which affect corporate policy. Fully staffed recommendations regarding corporate policy issues will be referred to the Steering Committee for decisions.</p>	<p>The P&CT is accountable to the CHRIS Steering Committee via the CHRIS Project Manager.</p> <p>The P&CT will have authority to establish binding commitments with the other teams (IIT, BIT, corporate staff) to ensure the project stays on schedule, within budget, and that sufficient information is gathered to demonstrate the same.</p> <p>All policy issues will be raised to the Project Manager, who will then in a timely fashion make a determination or elevate the issue to the Steering Committee.</p> <p>All team proceedings and products will promptly be provided to all other CHRIS Team Leaders via e-mail, fax, or the Project Web Page. The Team Leaders will be responsible to report back to their respective teams.</p> <p>Where appropriate, team proceedings and products will be provided to CHRIS stakeholders via e-mail, fax, or WWW Home Page.</p>

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Team Resources	<ul style="list-style-type: none">• Travel dollars (local office pays).• Minimum percentage of FTE.• Initially, members should be dedicated no less than 25% (1 week per month) of their time to this team, with possible requirement of 100% for periods not to exceed two contiguous weeks.• Training (PeopleSoft introduction, IM PeopleSoft DB, Reengineering, Team Building).• Place to meet Morgantown.• Place to stay in Morgantown - explore establishment of residence @ Morgantown for DOE representatives working on PeopleSoft HR implementation.• Facilitation at meetings.• Electronic Communications (Web, e-mail, etc.)• Develop and implement a cost tracking system for assimilating dollars, FTE, and resources expended for the implementation of PeopleSoft HR.	<ul style="list-style-type: none">• Travel dollars (local office pays)• PeopleSoft consultation• Temporary living quarters in Morgantown.• Training (PeopleSoft HRMS Federal, PeopleTools, Query/Crystal).• Funding by host site for SWAT teams as required.	<ul style="list-style-type: none">• Travel dollars (local office pays)• Members commit 25% of their time to BIT• Training (PeopleSoft HRMS Federal, PeopleTools, Query/Crystal)• Supplies (letterhead, business cards, mouse pads, etc.)	<ul style="list-style-type: none">• Travel dollars (local office pays)• Training• Video-conferencing costs, to be borne by individual sites hosting calls.

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Critical Milestones	Dec 96	PeopleSoft installed @ Morgantown.			
	Jan 97	Begin personnel data clean up by DOE sites.			
	Feb 97	Complete personnel data clean up by all sites.			
	Jun 97	Initial PeopleSoft operation at Morgantown complete. Initial group of DOE sites' cleaned personnel data loaded.			
	Dec 97	All DOE sites on-line with PeopleSoft HR. All cleaned personnel data loaded and accessible by respective DOE sites.			
	Mar 98	PeopleSoft up and running.			
	Jun 98	Payroll interface functioning with Dept of Interior. Existing HR MIS being replaced by PeopleSoft shut down.			